

Title Page:

STRATEGIC PLAN

FOR

TUSKEGEE INSTITUTE
NATIONAL HISTORIC SITE

OCTOBER 1, 2005-SEPTEMBER 30, 2008

Results Act and Planning Cycle:

PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- * mission statement based in law, executive order, etc.;
- * long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- * how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- * relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- * key external factors which could positively or negatively affect goal accomplishment;
- * GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- * developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- * annual goals to incrementally achieve long-term goals in Strategic Plan;
- * annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- * basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities

or goals need to be revised in the future, addressing:

- * what annual goals were met or exceeded;
- * what annual goals were not met;
- * why annual goals were not met; and
- * what remedial action will be taken for goals not met.

ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf.

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance

Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

Park Background Information:

INTRODUCTION

This document serves as the Strategic Plan for the Tuskegee National Historic Site (TUIN), a unit of the National Park System, administered by the National Park Service (NPS), U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (the "in perpetuity" goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the five-period covered by this plan, October 1, 2005 through September 30, 2008, federal fiscal years FY2005-2008.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 1212 W. Montgomery Road, Tuskegee Institute, Alabama, 36088. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at <http://www.nps.gov/tuin/>.

The Plan also contains a general section on "Strategies" on how goals will be accomplished," that briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of "Key External" Factors" that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one year increments of each long-term goal. The Annual Performance Plan is expected to be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

About the Park

Tuskegee Institute National Historic Site, located within the campus of Tuskegee University in Tuskegee, Alabama, is administered by the National Park Service from a headquarters building in Tuskegee, Alabama. The NPS has managed TUIN since Congress established the park in 1974. The NPS purchased two of the park's primary resources: The Oaks, the home of Booker T. Washington, and George Washington Carver's laboratory (now the George W. Carver Museum) in 1975. TUIN also encompasses a 50-acre Historic Campus District consisting of most of the original Tuskegee Institute buildings, all of which are owned and used by Tuskegee University. The 2003 organizational chart for TUIN includes a Chief of Resource Education, three interpretive park rangers, one museum specialist, a chief of maintenance, and three maintenance personnel. The park superintendent, who also manages Tuskegee Airmen NHS and Selma-to-Montgomery NHT, is stationed in the TUIN headquarters building and is supported by an administrative staff.

Mission of National Park Service at the Tuskegee National Historic Site

The mission of the National Park Service is to preserve the superlative cultural resources of Tuskegee Institute

National Historic site and to interpret the events and accomplishments of individuals associated with the development and growth of an historic black institution. The site includes the George W. Carver Museum, laboratory of eminent scientist George W. Carver, and "The Oaks," family home of Booker T. Washington, principal and founder of Tuskegee Institute (now Tuskegee University). Both buildings, designed and built by its own students and faculty members, commemorate the life and contributions of these two distinguished men in the fields of industrial education, self-reliance, community development, science and southern agriculture.

The mission of the National Park Service at Tuskegee Institute National historic site is rooted in and grows from the park's legislated mandate, found in the Act of Congress, Public Law 94-486, dated November 13, 1977, and supplemented by approval of a Memorandum of Agreement (MOA) between the National Park Service and the Trustees of Tuskegee Institute, now Tuskegee University. Our mission statement is a synthesis of this mandated purpose, plus the park's primary significance.

Legislative Intent

The Public Law 93-486 creating Tuskegee Institute National Historic Site mandated the National Park Service to:

- * Establish those lands, which will include the home of Booker T. Washington and the George W. Carver Museum.
- * Establishment of the Tuskegee Institute National Historic Site, Alabama, those lands depicted on the map entitled "Boundary Map, Tuskegee Institute National Historic Site, Alabama," numbered NHS-TI 20,000-C and dated September 1973.

A 1976 Memorandum of Agreement between the Department of the Interior and the Trustees of the Tuskegee Institute (now Tuskegee University) is the basis for preserving the historic integrity of the original Tuskegee campus inside the boundaries of the National Historic Site. The Agreement provides for cooperation between the University and the National Park Service. "To avoid alterations of repairs substantially changing the external character or appearance of buildings or grounds in the Historic Campus District."

Booker T. Washington founded this college for African Americans in 1881. Washington's home and the George Washington Carver Museum, which serves as the visitor center. Authorized October 26, 1974. Acreage-57.92 acres (8.32-Federal and 49.60-Nonfederal).

Purpose

Purpose statements describe why an area was set aside, and the purpose of the area today. Congressional testimony, enabling legislation, and other events in the park's legislative history often provide the basis for purpose statements. In the case of Tuskegee Institute NHS, the purpose statement is as follows:

¿The purpose of Tuskegee Institute National Historic Site is to protect and preserve the cultural resources of "The Oaks," the family home of Booker T. Washington, the George W. Carver Museum, and any other lands or interests acquired pursuant to Public Law 93-486.¿

Therefore, the purpose of the Tuskegee National Historic Site is to:

- * Protect, conserve, preserve, and interpret the cultural and natural resources associated with the founding and development of Tuskegee.
- * Provide opportunities for education, enjoyment, appreciation, and sense of time of Tuskegee* and its legacy.
- * Cooperate with Tuskegee University to provide a seamless visitor experience by defining roles and formalizing cross training for visitor services, resource management, and research staffs.
- * Cooperate and communicate with public agencies and private organizations to support the park and partners' shared goals.

Significance

Significance statements describe the importance or distinctiveness of the area. These statements are more than an inventory of resources; they describe the most significant resources that inspired Congress to set aside this area as a unit of the National Park System.

Tuskegee Institute National Historic Site is significant because it:

- * Was established by the state of Alabama, with influence from a former slave and a former slave owner, to educate freed people and their children.
- * Was operated by African Americans during an era of repression in the late 1800s, and became a beacon of hope for African Americans.
- * Successfully merged education and industry to sustain the campus and community, as well as provide goods and services for commercial markets.
- * Continues to foster the mission envisioned by Booker T. Washington for Tuskegee* as a center of influence in developing leaders who impact politics, economics, education, the military, and the arts and sciences.
- * Continues to foster the example set by George Washington Carver and other professors that Tuskegee remains a center for application-based research and social research.

Key External Factors Affecting Plan's Accomplishment

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Tuskegee Institute National Historic Site's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

* External and Regional Influences

External and regional factors that influence Tuskegee Institute NHS's ability to accomplish its goals include:

1. Tuskegee University

Park management must cooperate and coordinate with numerous officials at Tuskegee University to accomplish the historic site's goals. Although basic communication does happen, there are many opportunities for coordination that have yet to be explored with the University.

2. Tuskegee Community

Park management frequently receives feedback from the greater Tuskegee community in the form of letters and verbal comments. Some of this feedback shows a lack of appreciation for Tuskegee's legacy. With this in mind, there is a need for the NPS to share information and skills with the local community.

3. City of Tuskegee

This factor is not about the park's rare interaction with city government officials, but the city's lack of hotels/motels, restaurants, and other visitor amenities. Because of the lack of amenities, most visitors go to regional cities like Auburn or Montgomery to find lodging and food.

4. Regional/State Tour Packages

There is great opportunity to package and market the tourism potential in Tuskegee, Macon County, and the state of Alabama. Some efforts have been explored, but Tuskegee Institute NHS could become a destination park if this potential is developed.

* Resource Management Issues

At Tuskegee Institute NHS, the following resource management issues affect the Division of Interpretation's ability to serve park visitors:

1. The Oaks, the Home of Booker T. Washington

Resource management issues at The Oaks mostly relate to the number of visitors on the house tours and

the number of staff available to give the tours and assure curatorial care of the house and its artifacts. No more than 20 to 25 visitors should be on any house tour, but often the numbers exceed 25. This usually happens when there are not enough staff to split the larger groups, resulting in tours groups larger than 30.

2. George W. Carver Museum

Many of the same resource management issues described above for ‘The Oaks’ (e.g., groups that are too large, shortage of staff) also relate to the George W. Carver Museum. The museum also has issues regarding lighting levels, artifact displays, artifact protection, readability/contrast of exhibit text, and the scholarship and content of the exhibit text.

* Interpretation Issues

Within Tuskegee Institute NHS, the following issues affect the Division of Interpretation’s ability to serve park visitors:

1. Staff

Tuskegee Institute NHS needs more interpretive staff. Part of the solution to this issue may be the use of student hiring programs to hire more students from the University.

2. Training

The park interpretive staff needs more training time. Within the current Interpretive Development Program (IDP) of the National Park Service, each interpretive employee needs time allotted for them to study their respective IDP modules and fulfill its requirements. With the pressures of day- to-day responsibilities, these IDP training requirements can be daunting. Beyond the IDP, some employees need training on computer software programs as well as training to perform their collateral duties.

3. Vehicle

There is currently no park vehicle dedicated to the use of the interpretive staff. Rarely are other park vehicles available, resulting in the use of interpreters’ personal vehicles (POVs) to drive to local businesses to purchase supplies, present off- site programs, and other interpretive tasks. Although interpreters are allowed to claim mileage for using POVs (when/if they find the time to fill out the ‘local travel’ form), this issue hinders the timely accomplishment of many interpretive duties.

4. Signage, Wayfinding, and Parking

Roadway directional signage, adequate parking, and pedestrian signage from the parking lot to the George W. Carver Museum are critical issues for most visitors. To help with the situation, there is a need for signs that state the accurate location of a place.

Consultation in Plan Preparation

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. In the development of the Tuskegee Institute National Historic Site’s local Strategic Plan, the following individuals and/or organizations were consulted at various stages of development as indicated.

Brenda Mobley, Superintendent

Tyrone Brandyburg, Chief of Resource and Education

Interpretive Staff

Tuskegee University

Dr. Velma Blackwell, Educational Outreach Coordinator

Dr. B. D. Mayberry, Tuskegee University Professor

Dr. Marbury, Tuskegee University and Alabama State University Professor

Charles Thompson, Community Businessman

Cynthia Wilson, Tuskegee University Archivist

Dr. Ben Outland, Retired Superintendent of Public Schools for Macon County

Strategic Plan Preparers

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Catherine Farmer Light, Acting Superintendent
Tyrone Brandyburg, Chief of Resources and Education
Robyn Harris, Park Ranger and GPRA Coordinator
Teresa Valencia, Museum Specialist
Carla Cowles Whitfield, Park Ranger (SEMO)

The Strategic Plan was written as a team comprised of the above individuals.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: Ia11

Park/ Program Goal ID Number: TUIN25

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Land contamination: 86 (100% of 86) of the known contaminated sites on NPS managed land are remediated.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

Longterm goal text not available. Enter the text on the
Annual Work Plan Results tab for the final year of the
Strategic Plan.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

contaminated sites

Unit Measure:

Each site

Condition (Desired):

Remediated

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: April 22, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia5

Park/ Program Goal ID Number: TUIN01

NPS Servicewide Goal Description (Mission or Long-term Goal text):

47% of historic structures on the current List of Classified Structures are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 3 of 10 or 33% of the historic structures on the Current List of Classified Structures are in good condition.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

*Total # Units in
Baseline:*

3

*Status in Base
Year (# Meeting
Condition):*

2

5-Year Results Plan:

Tuskegee Institute NHS has (2) historic structures listed on the National Park Service List of Classified Structures. We will conduct preservation work on both historic structures, which are "The Oak's" as well as "The Carver Museum." This will include the re-pointing of bricks and the painting and stabilization of the George Washington Carver Museum, as well as the painting of the exterior of the Oak's.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ia6

Park/ Program Goal ID Number: TUIN03

NPS Servicewide Goal Description (Mission or Long-term Goal text):

75.5% of preservation and protection standards are met for park museum collections .

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 75.5% of 186 applicable preservation and protection standards for Tuskegee Institute National Historic Site's museum collections standards are met.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Applicable standards

Unit Measure:

Each standard

Condition (Desired):

Standards meet

*Total # Units in
Baseline:*

186

*Status in Base
Year (# Meeting
Condition):*

209

5-Year Results Plan:

The Museum Specialist will ensure that the environment, security, and fire protection conditions necessary to preserve and protect museum objects are identified on the National Park Service Checklist for Preservation and Protection of Museum Collections. Deficiencies will be corrected and maintained. Tuskegee Institute NHS is a repository for Selma to Montgomery NHS and Tuskegee Airmen NHS.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 09, 2004

DOI Goal ID Number:

NPS Goal ID Number: la7

Park/ Program Goal ID Number: TUIN04

NPS Servicewide Goal Description (Mission or Long-term Goal text):

33% of the cultural landscapes on the current Cultural Landscapes Inventory are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 2 of 2 (100%) of Tuskegee Institute NHS cultural landscapes on the current Cultural Landscape Inventory are in good condition.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

*Total # Units in
Baseline:*

2

*Status in Base
Year (# Meeting
Condition):*

1

5-Year Results Plan:

Tuskegee Institute NHS comprise of 8.32 acres surrounding the Oaks, family home of Booker T. Washington and the land within and surrounding the George W. Carver Museum. All acreage will meet the National Park Service Standards by (1) applying pesticide to treat infestations; and (2) inspecting and monitoring of insects and vermin around cultural landscapes; (3) removing invasive plants and replacing with original vegetation and flora of the landscape.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: September 27, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia8

Park/ Program Goal ID Number: TUIN26

NPS Servicewide Goal Description (Mission or Long-term Goal text):

53% of the recorded archeological sites with condition assessments are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 0% of the recorded archeological sites with condition assessments are in good condition.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each archeological site

Condition (Desired):

Good

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: July 09, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb02C

Park/ Program Goal ID Number: TU04

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 200X, the number of (name of unit) historic structures inventoried (but not to required standards) is increased by X to Y (Z%) from FY 2003.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number updated

Unit Measure:

Each record

Condition (Desired):

Increased

*Total # Units in
Baseline:*

10

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

Five Year Plan of Work and Results

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: lb2A

Park/ Program Goal ID Number: TUIN27

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Archeological sites inventoried and evaluated are increased by 14.3% (from FY 2003 baseline of 57,752 sites to 66,000).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of archeological sites inventoried, evaluated and listed in the Archeological Sites Management Information System opportunity is 0%.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number in database

Unit Measure:

Each site added

Condition (Desired):

Increase

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb2B

Park/ Program Goal ID Number: TU04

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate and reliable information are increased by 110.8% from FY 2003 (from 148 to 312 landscapes).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the Tuskegee Institute National Historic Site cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate and reliable information are increased by 100% from FY 2003 (from 0 to 2 landscapes).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number in database

Unit Measure:

Each landscape

Condition (Desired):

Increased

*Total # Units in
Baseline:*

2

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

Tuskegee Institute NHS's primary goal is to maintain its landscapes in safe and good condition. Preservation planning generally involves following recommendations from the Cultural Landscape Report. This report recommended a continuation of fertilizing, mowing and pruning cultural landscapes within and around the historic landscape; and removing debris and exotic species that are not native to the site. Staff will also continue to focus on increasing public awareness and understanding about the significance of Tuskegee's historic landscape.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 09, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb2C

Park/ Program Goal ID Number: TUIN17

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of the historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information (26,531 of 26,531 structures).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 3 of 10 30% of the Tuskegee Institute National Historic Site historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number updated

Unit Measure:

Each record

Condition (Desired):

Updated

*Total # Units in
Baseline:*

10

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Tuskegee Institute NHS has two (2) historic structures listed on the LCS. The Regional Office will conduct an Assessment Condition Report for both building during FY2007 according to Brian Coffey.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 09, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb2D

Park/ Program Goal ID Number: TUIN05

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Museum objects cataloged are increased by 42% (from FY 2001 baseline of 44 million to 60.2 million).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Tuskegee Institute National Historic Site museum objects cataloged and submitted to the National Catalog is increased from 11538 in FY2005 to 12147 (98% increase).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number of museum objects
cataloged

Unit Measure:

Each museum object added

Condition (Desired):

Increased

*Total # Units in
Baseline:*

5209

*Status in Base
Year (# Meeting
Condition):*

1510

5-Year Results Plan:

The Museum Specialist will catalog items and submit associated reports in a timely manner in order to meet park goal.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 13, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb2F

Park/ Program Goal ID Number: TUIN18

NPS Servicewide Goal Description (Mission or Long-term Goal text):

18.7% (72 of 384) of parks have historical research (an approved Historic Resource Study AND an approved Administrative History) that is current and completed to professional standards as of 1985.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Tuskegee Institute National Historic Site's Historic Resource Study (HRS) and Administrative History are not completed to professional standards, current (approved since 1985).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Studies

Unit Measure:

Each park

Condition (Desired):

Current

*Total # Units in
Baseline:*

2

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Tuskegee Institute NHS has written a PMIS statement to conduct Administrative History as well as a Historic Resource Study. These reports about Tuskegee Institute NHS will help to increase the visitor understand of the site. Provided the PMIS funding is realized, these reports will be conducted by 2008.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 13, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: TUIN07

NPS Servicewide Goal Description (Mission or Long-term Goal text):

95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Visitor satisfaction

Unit Measure:

percent

Condition (Desired):

Satisfied

*Total # Units in
Baseline:*

96

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

From 2005-2008, Tuskegee Institute NHS will conduct an annual visitor survey in order to verify that the park is meeting the goal of visitor satisfaction. The park will distribute valuable information pertaining to the site by providing brochures, rack cards, an orientation video; maintaining clean facilities; and employee assistance to visitors.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 13, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: TUIN08

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of visitor accidents/incidents at Tuskegee Institute National Historic Site is no higher than its baseline number 0 (FY2000-FY2003 annual average).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Accidents/incidents

Unit Measure:

Each accident/incident

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

From 2005-2008, Tuskegee Institute NHS will conduct daily inspections to ensure visitor safety; present monthly safety meetings for staff; and establish partnerships with the security division at Tuskegee University to increase both visitor and employee protection.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 13, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2B

Park/ Program Goal ID Number: TUIN20

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of servicewide visitor fatalities will be at or below 120.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of fatalities at Tuskegee Institute National Historic Site will remain at zero

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

From 2005-2008, Tuskegee Institute NHS will establish a collaborative relationship with the Tuskegee Police Department, Little Texas Fire Department, and the security staff of Tuskegee University to provide visitor safety and maintain 0 fatalities.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 13, 2004

DOI Goal ID Number:

NPS Goal ID Number: IIb1

Park/ Program Goal ID Number: TUIN09

NPS Servicewide Goal Description (Mission or Long-term Goal text):

87% of visitors understand and appreciate the significance of the park they are visiting

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 85% of Tuskegee Institute National Historic Site visitors understand the significant of the park.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Visitor understanding

Unit Measure:

percent

Condition (Desired):

Understand

*Total # Units in
Baseline:*

30

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

From 2005-2008, Tuskegee Institute National Historic Site, will provide the visiting public with historically accurate ranger-led programs and exhibits, bi-annual newsletters and press releases, and quality interpretive programs.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: April 05, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10A

Park/ Program Goal ID Number: TUIN25

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X(TBD) (Y% of Z) of NPS cultural and natural heritage assets are in fair or good condition as measured by the FCI.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 100% (2 of 2) heritage assets in the Tuskegee Institute NHS are in fair or good condition as measured by the FCI.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition of asset

Unit Measure:

Each asset

Condition (Desired):

Fair or good

*Total # Units in
Baseline:*

2

*Status in Base
Year (# Meeting
Condition):*

2

5-Year Results Plan:

TUIN NHS will maintain and repair all heritage assets with an FCI in FMSS with an FCI at or below 0.115.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: April 29, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10B

Park/ Program Goal ID Number: TUIN21

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS Non-historic buildings condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 4 (100% of 4) non-historic buildings are in fair to good condition as measured by the FCI at Tuskegee Institute National Historic Site.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition of asset

Unit Measure:

Each asset

Condition (Desired):

Fair or good

*Total # Units in
Baseline:*

4

*Status in Base
Year (# Meeting
Condition):*

4

5-Year Results Plan:

From 2005-2008, Tuskegee Institute NHS will continue its commitment to improve the condition of non-historic facilities and all assets by incorporating best practices, industry standards, and state-of-the-art maintenance management concepts into everyday activities whenever possible to met the goal.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: April 29, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10C

Park/ Program Goal ID Number: TUIN 27

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X (TBD) (Y% of Z) NPS other assets are in fair to good condition as measured by the FCI.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 5 (83% of 6) other facilities are in fair to good as measured by the FCI at Tuskegee Institute NHS.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Condition of asset

Each asset

Fair or good

6

6

5-Year Results Plan:

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: October 13, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa3

Park/ Program Goal ID Number: TUIN10

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 100% of employee performance plans are linked to appropriate strategic annual performance goals and position competencies

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Employee performance plans

Unit Measure:

Each employee

Condition (Desired):

Linked to goals

*Total # Units in
Baseline:*

14

*Status in Base
Year (# Meeting
Condition):*

14

5-Year Results Plan:

From 2005-2008, all Tuskegee Institute NHS's employee's performance agreements are linked to annual performance goals and position competencies. This goal directly connects individual performance to organizational outcomes by linking performance agreements with annual goals.

All employees received training and are aware of new performance standards.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: March 18, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa6A

Park/ Program Goal ID Number: TUIN15

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 716.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Tuskegee Institute National Historic Site employee lost-time injuries is maintained at or below the previous 5-year annual average number of 2.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Incidents

Unit Measure:

Each incident resulting in
injury

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

2

*Status in Base
Year (# Meeting
Condition):*

2

5-Year Results Plan:

From 2005-2008, Tuskegee Institute NHS will actively work towards minimizing lost-time records. To achieve this goal, the Safety Team members will perform regular inspections of work areas to identify hazards to staff. When hazards are identified, the staff will remove, repair or treat problems. Additionally, Safety Team members will issue quarterly safety messages and hold monthly meetings to increase safety awareness.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 12, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6B

Park/ Program Goal ID Number: TUIN16

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The servicewide Continuation of Pay (COP) hours will be at or below 55,335 hours.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008 the number of Tuskegee Institute National Historic Site hours of Continuation of Pay is at or below 500 hours.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

COP hours

Unit Measure:

Each COP hour

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

The five-year plan of the Tuskegee Institute NHS will be essentially the same year after year. Park staff will continue to maintain a safe work environment by conducting routine inspections of work areas, issuing quarterly safety messages via a safety newsletter, and conducting monthly safety awareness meetings for FY '05, '06, '07, and '08.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 13, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6C

Park/ Program Goal ID Number: NONE

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS number of employee fatalities

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008 the number of employee fatalities at Tuskegee Institute National Historic Site will also be reported but not be targeted.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The Tuskegee staff will actively work maintain 0 for employee fatalities. To achieve this goal, the Safety Team members will perform regular inspections of work areas to identify hazards to staff. When hazards are identified, the staff will remove, repair or treat problems. Additionally, Safety Team members will issue quarterly safety messages and hold monthly safety meetings to increase safety awareness.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: TUIN22

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Tuskegee Institute National Historic Site has 5 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Park Partnerships

Unit Measure:

Each partnership

Condition (Desired):

Established

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Tuskegee Institute NHS will focus on developing new partnerships and nurturing existing partnerships. The Institute staff will continue to meet with Tuskegee University's President and staff to assure that the partnership to assist with increasing visitor understanding of Tuskegee's story during special events and Freshmen Orientation.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: TUSKEGEE INSTITUTE NHS

Park/ Program Org Code: 5680

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: TUIN23

NPS Servicewide Goal Description (Mission or Long-term Goal text):

8% increase in attendance at facilitated programs (from 147 million to 159 million)

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, attendance at Tuskegee Institute National Historic Site facilitated programs will maintain FY2005 count of 71827(1% over 71,469)

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Facilitated programs

Unit Measure:

Each visitor

Condition (Desired):

attended

*Total # Units in
Baseline:*

71469

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Tuskegee's primary goal is to ensure the greatest variety of experiences to the greatest number in all age groups. The Resource Education Division will meet this goal by carefully planning activities based upon the Park's Comprehensive Interpretative Plan. Eventhough, personal programs can fluctuate from year to year, we will provide a well thought out program with Individual Service Plans attached that specifies the intent of the program, audience and times offered.

Strategic Plan Report, FY 2005-2008
